

Who is Ray Hoving?



Characteristics

Years of Experience

Human being

61

Husband

37

Father

29

Adult

(Still working on it)

Student

20

Practitioner

**Air Products
IT Dir-CIO**

28

+

1.5

**Senior Vice President; Talent Management Solutions
Bernard Hodes Group; an Omnicom company**

Consultant

10 **Principal Consultant; Ray Hoving Associates**

Academic

3 (equivalent)

Researcher

1 (equivalent)

SIM Member

25 +

UVa-EOG

Today's role:

3

**Some guy who talks at Ryan's
classes every once in a while**

IT Human Capital Questions

- Is there a shortage of IT Professionals?
 - Says who? (e.g. vendors, associations, government, employees, CIOs)
- What can be done collectively to address this issue?
 - Increase supply? (e.g. off-shoring, green cards, student enrollment)
 - Decrease the demand (e.g. economic downturn, IT Doesn't Matter)
- What can your organization do to get and keep the right IT Professionals?
 - Recruiting and Retention Practices? (back to basics)
 - Recruiting Technologies? (eat our own dog food)
 - Social Networks? (that's just being crazy)

Supply/Demand Imbalance - “Perfect Storm” Environment The Need for Skilled Professionals is Greater Than Ever

- The U.S. Needs 1.5 million additional skilled IT professionals by 2012
- 70M baby boomers exit workforce during next 15 years; only 40 million workers entering



- Between 2010 and 2020, the US, Europe, Japan, China and India will face a shortfall of 32M technically specialized professionals
- NACE (Nat'l Assoc of Colleges & Employers) actively lobbying for more H-1B visas to address talent crisis

• Watson Wyatt, Monster.com; U.S. Department of Labor; Bureau of Labor Statistics; Information Technology Association of America,

IBM Academic Initiative

ibm.com/university/academicinitiative

- Partnering with schools, colleges and universities to drive open standards
- Better educate millions of students for a more competitive IT workforce
- Offerings:
 - IBM middleware and tools
 - Access to IBM hardware
 - Course materials and textbooks
 - Curriculum assessment services
 - Education: faculty and IT staff
 - Certifications, Tutorials, articles
 - Forums, webcasts and newsletters
 - New skills for the 21st century

Supported by a Worldwide Community of IBM Volunteers



Goal – Win/Win Collaboration

- To foster a spirit of collaboration among universities and businesses
- Work together to increase the supply of skilled resource necessary to maintain and improve our competitive position in the Global Economy.



SIM is...



...a professional society of senior IT leaders.

...the premier network for IT leadership.

...a provider of resources and programs inspired by
IT leaders for IT leaders.

...a community of thought leaders who share experiences
and rich intellectual capital.

...an organization that enables CIO's to further develop the
leadership capabilities of themselves and their staff.

...a collective voice to advocate policy and legislation on behalf of
the IT profession across industries.

Top IT Management Concerns:

1. IT & Business Alignment
2. Recruiting and Retaining IT Professionals
3. Security & Privacy
4. IT Strategic Planning
5. Speed & Agility
6. Government Regulation
7. Complexity Reduction
8. IT Governance
9. Information Architecture
10. Business Process Reengineering

“Consistently among the top 3 issues for 20 years”

- SIM Takes Stand on the Workforce Shortage Issue
 - ❑ Whitepaper to DC
 - ❑ Joint Academic/Practitioner Research
 - ❑ Joint program with Microsoft
- SIM responded to the National Strategy to Secure Cyberspace
- Legislative Advisories
 - ❑ New offering to keep members informed on issues that may impact their business
- Position Statements
 - ❑ Approved by Chapter Presidents & Executive Board
 - ❑ Non-vendor related, not industry specific



Phil Zwieg

**VP Advocacy &
Communities of Interest**

IT Workforce Shortage - The Employee View?

(or former employee view?)

Careers - Baseline

SEARCH
Google™ Custom Search

Baseline

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From: [Baseline Briefing \[baseline@enews.baselinemag.com\]](#)
To: [ray@rayhoving.com](#)
Cc:
Subject: The IT Skills Shortage Is a Load of Manure

Sent: Mon 3/10/2008 10:03 AM

[Is There Really an IT Labor Shortage?](#)
Despite what you've been told about the IT skills shortage, there's a multitude of evidence that suggests that line of reasoning is a self-serving myth. Baseline cuts in to the belly of the IT shortage debate.

IT Workforce Shortage - The CIO View?

(or at least the ones in this room)

Careers - Baseline

SEARCH
Google™ Custom Search

Baseline

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HOME COMPLIANCE INTELLIGENCE IT MANAGEMENT MID-MARKET NEWS PROJECTS INTELLIGENCE

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5 Nov 09:

Careers Slideshow: IT Staffing Trends

While spending predictions may have scared IT workers about their job prospects, a recent poll of CIOs by the Society for Information Management found that IT HR spending trends in 2010 may be more favorable than workers fear.

2
tweets

retweet

IT STAFFING TRENDS

2 Around **34%** of CIOs said their staffing dollars were increased in 2009 and **45%** say they'll have more money to spend on staffers in 2010.

Baseline®

Instant Opinion Pole; Insert here:

- bla
- bla



Getting and Keeping the Right IT Professionals

(What can you or your Organization do)

- Recruiting and Retention Practices? (back to basics)
- Recruiting Technologies? (eat our own dog food)
- Social Networks? (that just being crazy)

Recruiting and Retention Practices

(What that the HR experts say)

The growing recognition that the quality talent is a sustainable competitive advantage, coupled with a realistic view of the complexity and scope of changes in the global workforce, has led to a renewed focus and urgency around talent management. Based on nearly 700 responses, human resources (HR) and business leaders overwhelmingly identified “attracting and retaining skilled and professional workers” as the workforce challenge most impacting their organizational strategy. “Developing manager capability,” “retaining high performers,” “developing succession pool depth,” and “addressing shortages of management or leadership talent” closely followed.

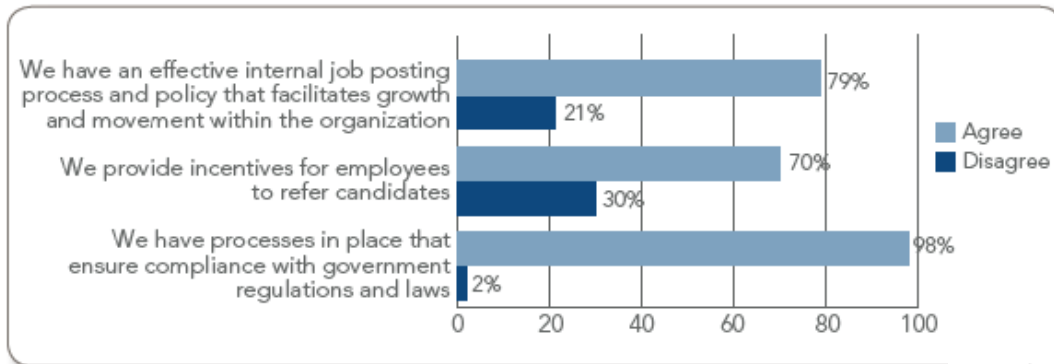
Top 5 Workforce Challenges

1. Attracting and retaining skilled professional workers
2. Developing manager capability
3. Retaining high performers
4. Developing succession pool depth
5. Addressing shortages of management or leadership talent

Recruiting and Retention Practices

Talent acquisition fundamentals are in place, but there is plenty of room for improvement

Most organizations have the fundamental aspects of talent acquisition firmly in place, including processes to ensure compliance, incentives for employee referrals, and internal job posting mechanisms.

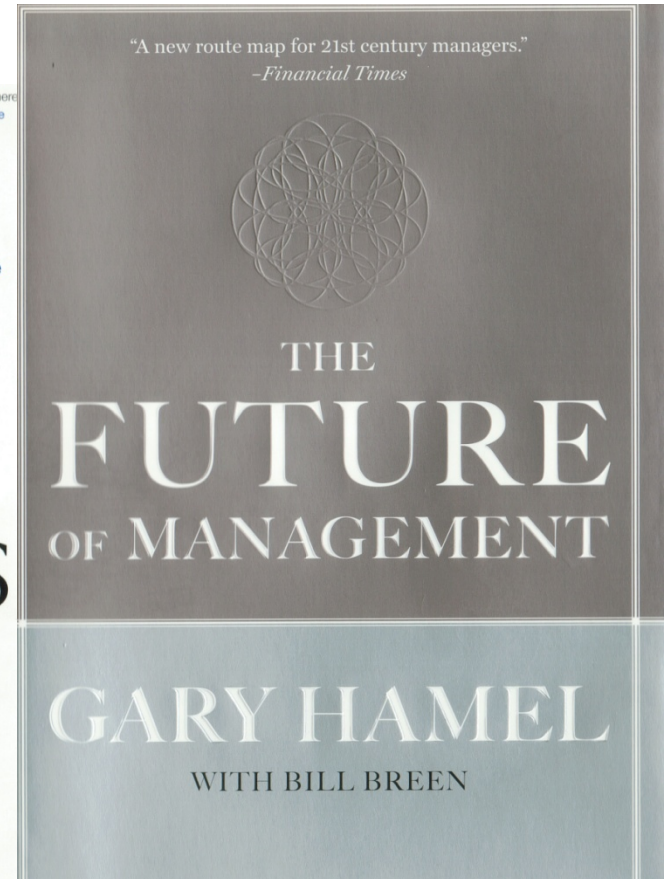
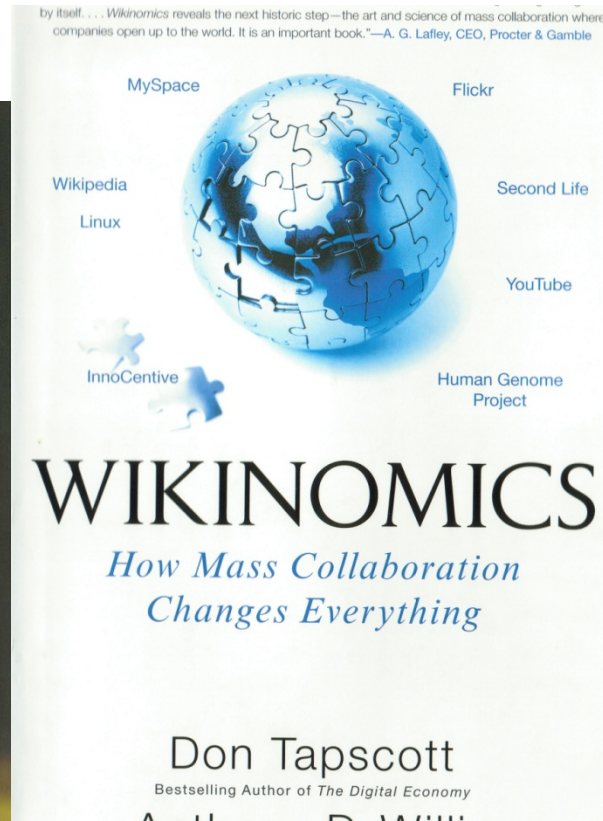
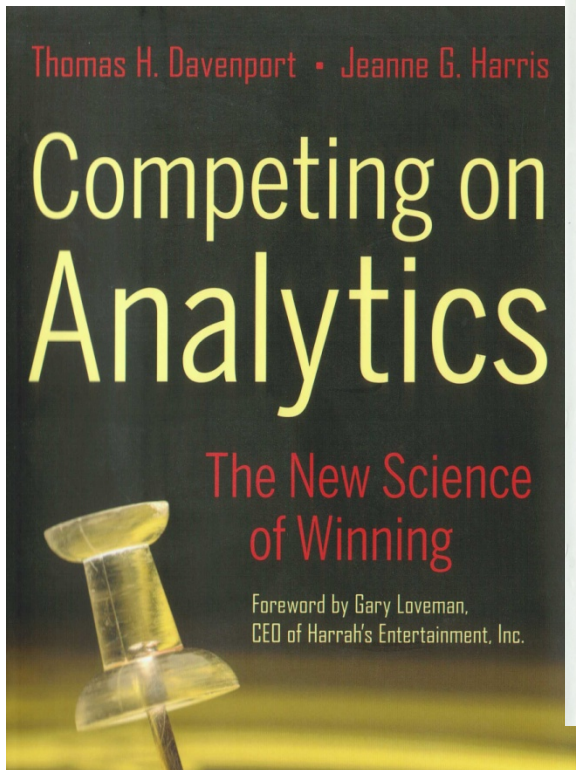


However, few organizations have well-integrated talent acquisition processes or are effectively leveraging technology. A mere 16% of organizations consistently use technology to automate their recruiting processes. Their shortcomings don't stop there, as little is being done to integrate talent acquisition practices with other talent initiatives. While 68% of organizations make considerable use of competency-based hiring, just 12% of organizations consistently link candidate screening criteria to other talent management processes, such as performance management, development, and succession planning.



What Some Smart People Say

(Context for our discussion of IT Human Capital)



Management Practices

Strategist Gary Hamel Re-Imagines Management

Baseline

Talent will matter far more than titles. And one of the most important catalysts and models for 21st century management will be the Internet. "Technology makes it possible to organize and manage in new ways," says Hamel, a visiting professor of strategic and international management at the London Business School and co-founder of the school's Management Innovation Lab. An edited version of Hamel's conversation with CIO Insight follows.

If you think about management in the simplest way, it's about doing two things. One is to amplify human capability and to get people the tools that allow them to achieve more than they otherwise could. The other is aggregating human capability. How do you put together the efforts of the individuals so they can do collectively what they couldn't do individually

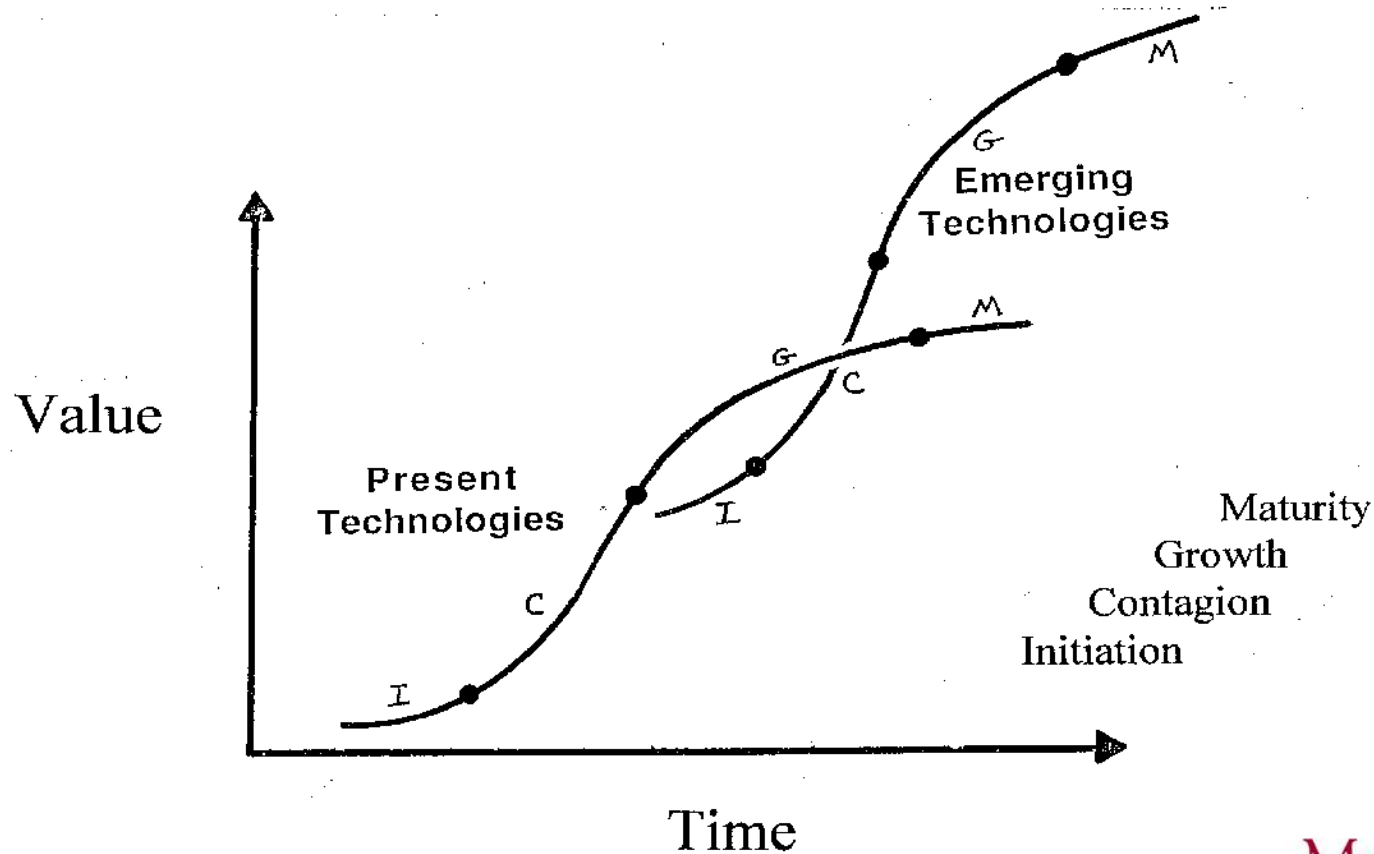
Technology makes it possible to organize and manage in new ways, but it usually takes companies and individuals quite a while to find a way to exploit that new technology. Not only are there new problems but we have new tools that allow us to compound human effort in ways we never could have done before, something like open source.

The last time I checked, there were over 150,000 open source projects around the world with 1.5 million participants. You could aggregate human effort with almost no hierarchy, no job descriptions, mobilizing an army of volunteers around the world. That is management innovation and it was simply inconceivable 15 years ago.

Air Products Emerging Technologies Organization

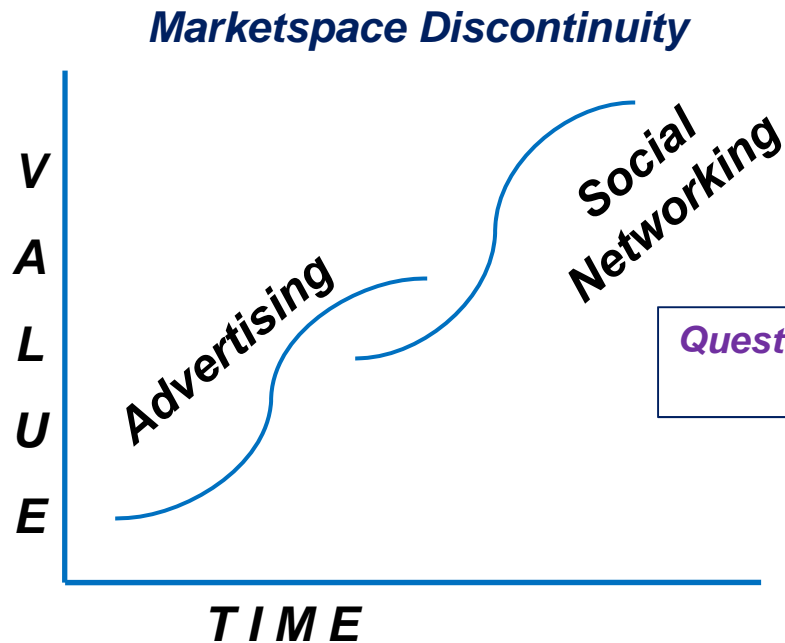
(CIRCA 1985)

TECHNOLOGICAL DISCONTINUITY



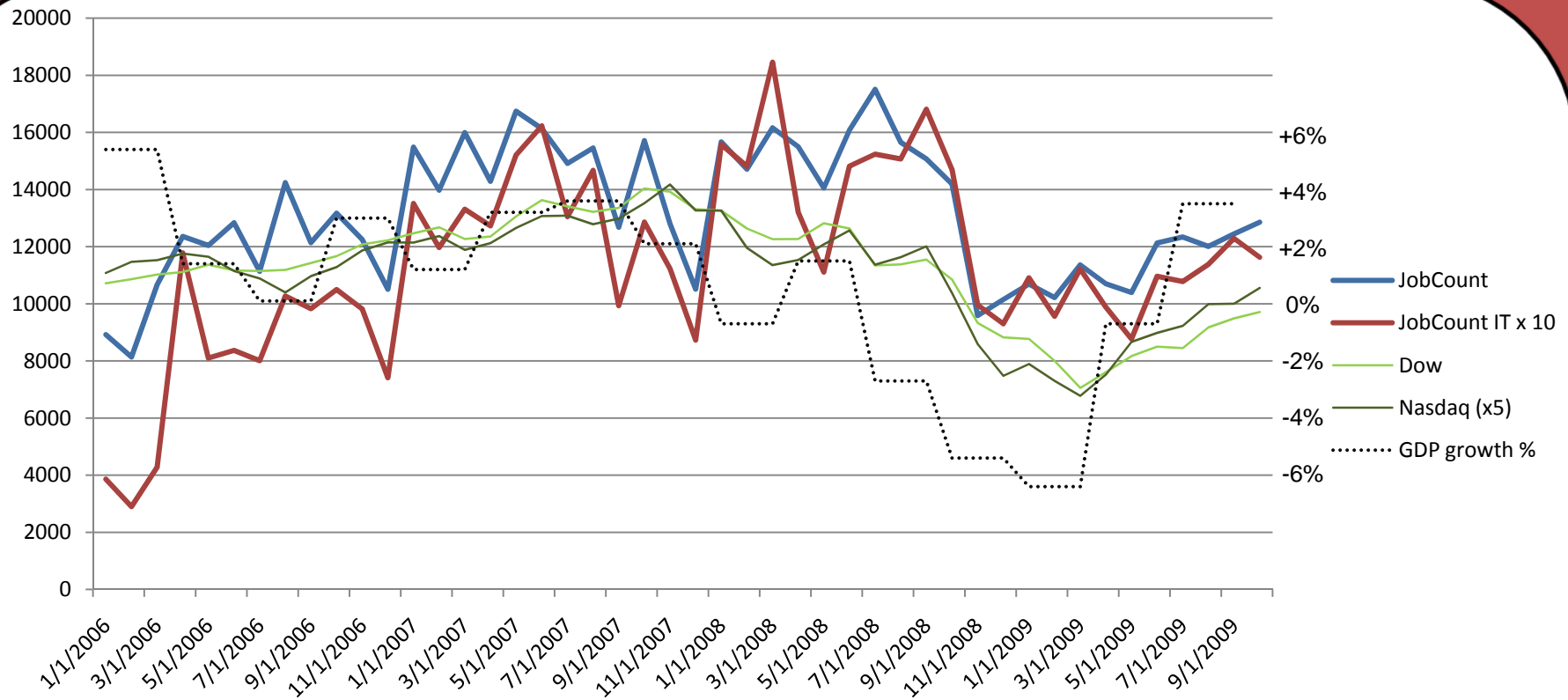
How to Recruit Human Capital

(In the context of Emerging Technologies)



Question: Will traditional Want-Adds and Job-Board postings be replaced by social networking?

Job Posting Analytics



6 FIGURE JOBS™
a Workstream Company

BLACKVOICES

bizjournals™
strictly business, strictly local

chicagojobs.com

careerbuilder.com™

Dice™
The Career Hub for Tech Insiders™

JOC
online

EngineerJobs
[engineerjobs.com]

www.SALUDOS.com

American Statistical Association

craigslist

USA
TODAY

AICPA
Online

IEEE

Bloomberg
.com

WSJ
.com

monster

Google™

BEYOND.com®
Careers. Business. Life. Go Beyond!™

AMERICA'S
JOBEXCHANGE
CHANGE YOUR WORLD

CollegeRecruiter.com

jobsinthemoney

BioSpace®

Social Networks Challenge Most of Us

- Using Social Networks for company-wide recruiting is...
 - New for many of us
 - Hard to govern
 - Hard to scale
 - Rife with hazards
 - Recruiters using their personal accounts, complete with their weekend getaway pictures.
 - Colorful language used by candidates that's searchable on the Social Web.

facebook

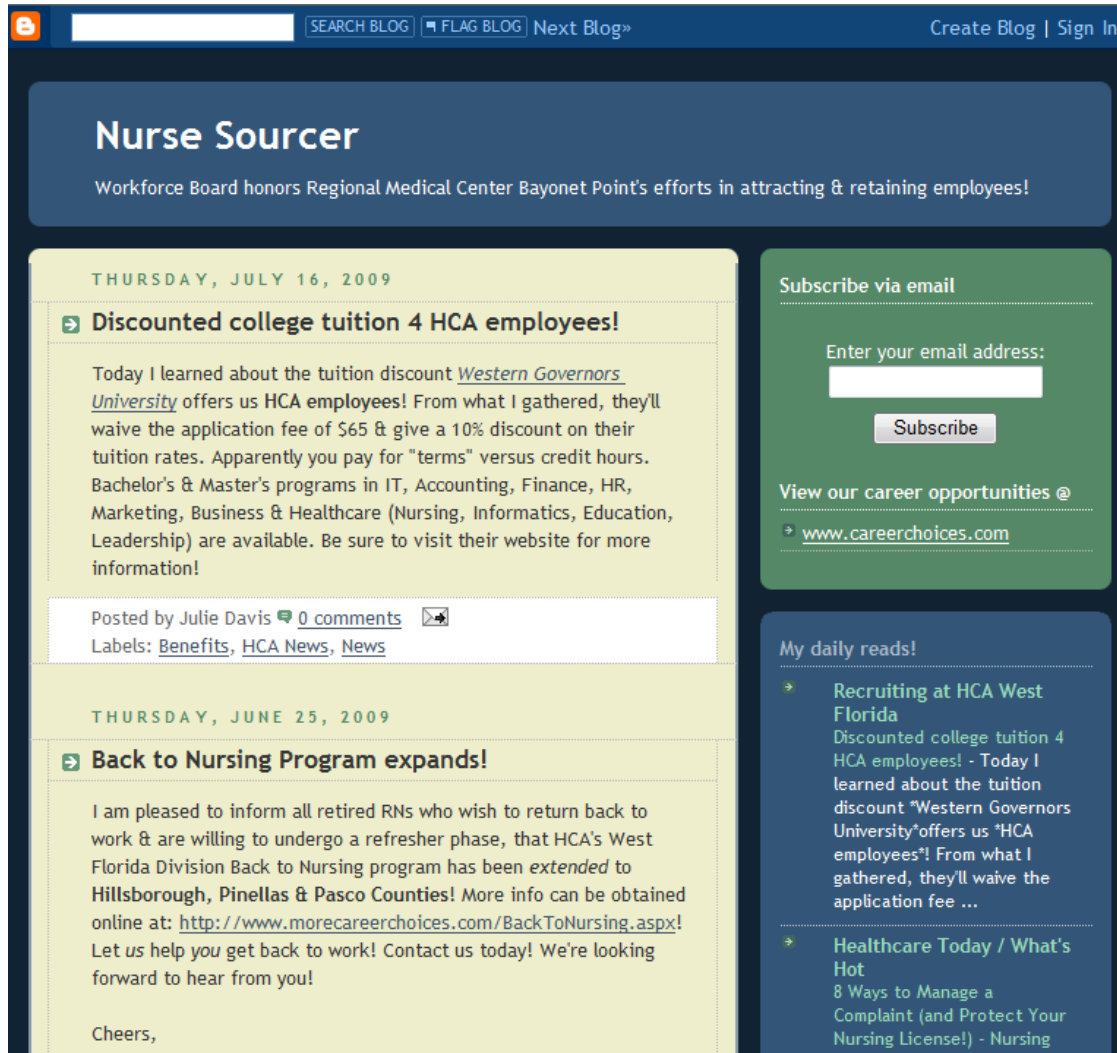
Linked in®

Ning

friendster®

 **myspace**®
a place for friends

And Employees Are Blogging to the World



The screenshot shows a Blogger blog interface. At the top, there's a navigation bar with a search box, 'SEARCH BLOG', 'FLAG BLOG', and 'Next Blog'. The main header features the title 'Nurse Sourcer' and a subtitle 'Workforce Board honors Regional Medical Center Bayonet Point's efforts in attracting & retaining employees!'. The post date is 'THURSDAY, JULY 16, 2009'. The post title is 'Discounted college tuition 4 HCA employees!'. The content describes a tuition discount offered by Western Governors University to HCA employees. The post is by Julie Davis, has 0 comments, and is labeled 'Benefits', 'HCA News', and 'News'. Below this, another post date 'THURSDAY, JUNE 25, 2009' is shown, followed by the title 'Back to Nursing Program expands!'. The content mentions a refresher phase for retired RNs at HCA's West Florida Division. The post ends with 'Cheers,'. On the right side, there's a 'Subscribe via email' section with an email input field and a 'Subscribe' button. Below that is a 'View our career opportunities @' link to 'www.careerchoices.com'. At the bottom right, there's a 'My daily reads!' section with two links: 'Recruiting at HCA West Florida' and 'Healthcare Today / What's Hot'.

SEARCH BLOG FLAG BLOG Next Blog» Create Blog | Sign In

Nurse Sourcer

Workforce Board honors Regional Medical Center Bayonet Point's efforts in attracting & retaining employees!

THURSDAY, JULY 16, 2009

Discounted college tuition 4 HCA employees!

Today I learned about the tuition discount Western Governors University offers us HCA employees! From what I gathered, they'll waive the application fee of \$65 & give a 10% discount on their tuition rates. Apparently you pay for "terms" versus credit hours. Bachelor's & Master's programs in IT, Accounting, Finance, HR, Marketing, Business & Healthcare (Nursing, Informatics, Education, Leadership) are available. Be sure to visit their website for more information!

Posted by Julie Davis 0 comments

Labels: [Benefits](#), [HCA News](#), [News](#)

THURSDAY, JUNE 25, 2009

Back to Nursing Program expands!

I am pleased to inform all retired RNs who wish to return back to work & are willing to undergo a refresher phase, that HCA's West Florida Division Back to Nursing program has been *extended* to Hillsborough, Pinellas & Pasco Counties! More info can be obtained online at: <http://www.morecareerchoices.com/BackToNursing.aspx>! Let us help you get back to work! Contact us today! We're looking forward to hear from you!

Cheers,

Subscribe via email

Enter your email address:

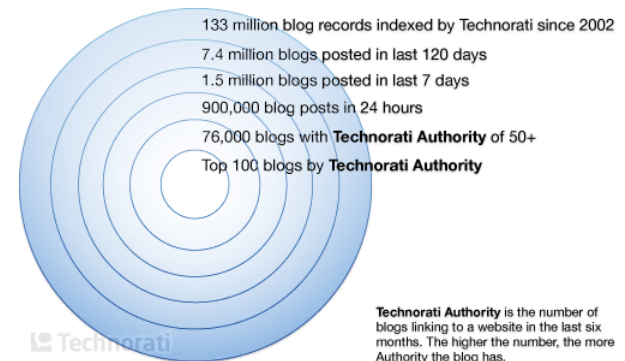
Subscribe

View our career opportunities @

www.careerchoices.com

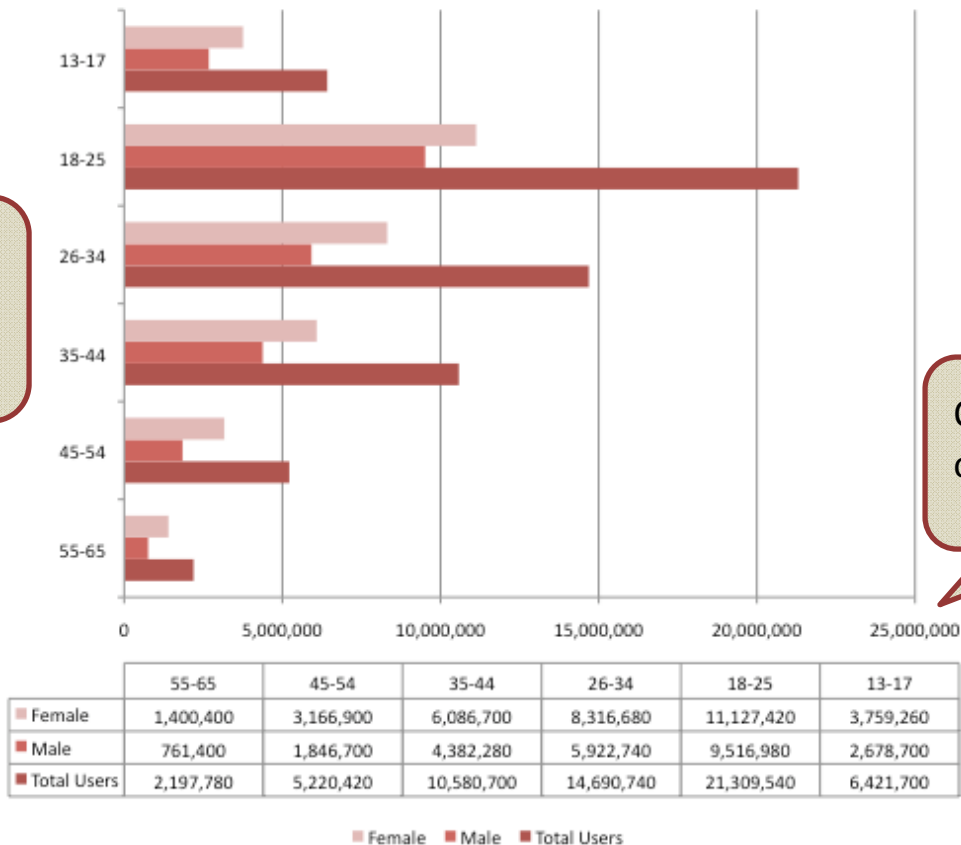
My daily reads!

- Recruiting at HCA West Florida
Discounted college tuition 4 HCA employees! - Today I learned about the tuition discount "Western Governors University" offers us "HCA employees"! From what I gathered, they'll waive the application fee ...
- Healthcare Today / What's Hot
8 Ways to Manage a Complaint (and Protect Your Nursing License!) - Nursing



But... Social Networks Are Gaining an Audience

US Facebook Users By Age Group and Gender
(InsideFacebook.com, 5/26/09)



Users spent over 1 billion hours on social media in June, 2009 (SAI, 7/15/09)

Over **250M** users on Facebook alone

So How about we Twit it?

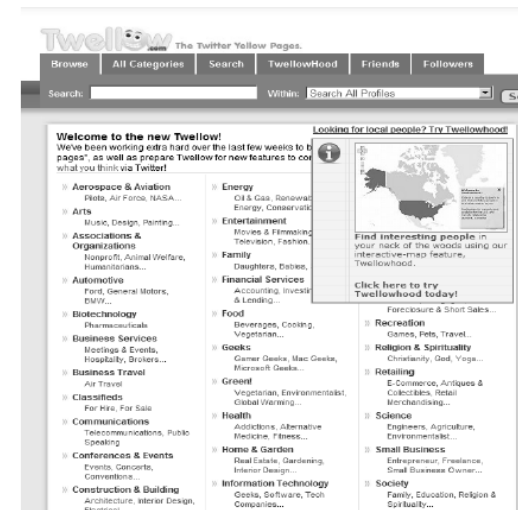
(Reverse the amplification – search to find them versus advertizing so they find us)

Sourcing on Twitter

- Find People You Know (build a core)
- Search for Other People (target talent)
- Use Advanced Search and Operators
- Search with Google
- Search with Twellow
- Search with Twingly

Search on Twellow

- Twellow supports **Boolean search**
- Also supports categorized search as in the **example at right**
- 2.7MM of the approx. 10MM on Twitter listed
- Try (**massachusetts | "rhode island" | boston | providence | nurse | nursing**)



Swat Recruiting - All rights reserved.

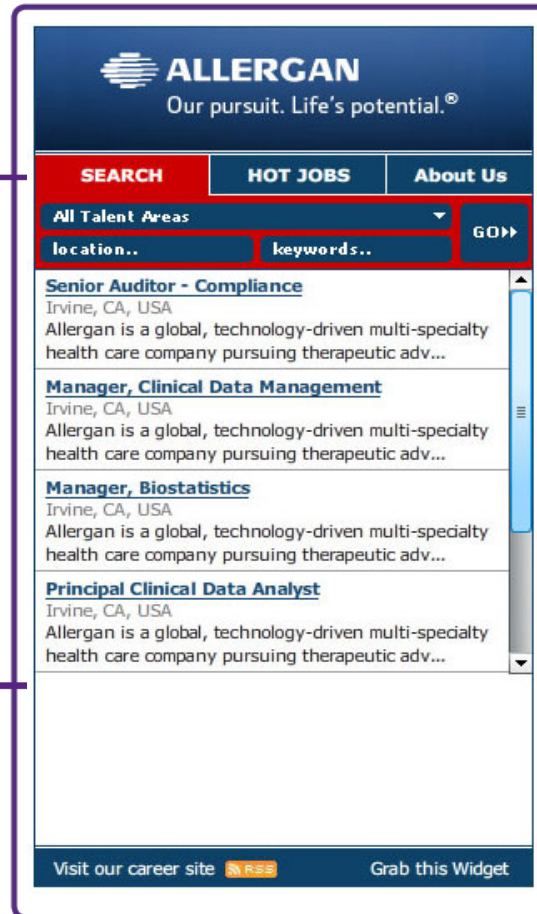
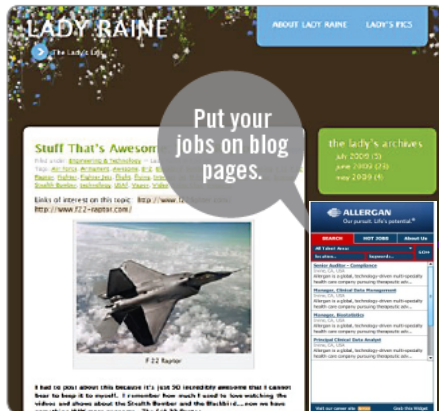


Swat Recruiting - All rights reserved.



So How about we Build a Widget?

(Let aggregation take care of the amplification)



WHAT'S A WIDGET?

A widget is a little program that's meant to be shared. It's visual. It downloads immediately. And it's fun!

We Can Baby Step Web 2.0 Safely

- What if we shrank your career site into a box that you can use for Web 2.0 Recruiting?

- Lower risk & governance
- Larger footprint in Social Recruiting



Candidates Can Place it on their Personal Pages

iGoogle™

+ netvibes

YAHOO!®

The screenshot shows an iGoogle homepage in Internet Explorer. The browser window title is "iGoogle - Internet Explorer provided by Dell". The address bar shows "http://www.google.com/ig#restore". The page features a search bar with the text "iGoogle" and buttons for "Google Search" and "I'm Feeling Lucky". Below the search bar, there are links for "Advanced Search", "Search Preferences", and "Language Tools". The page is divided into several sections:

- Home:** A sidebar on the left with links to YouTube, CNN.com, Date & Time, Weather, Gmail, chron.com Chronicle, NYTimes.com - Top..., Google Finance Port..., The Wall Street Jour..., CNET News.com, Wired Top Stories, and Pratt & Whitney All P...
- Chat:** A section with a "Sign-in to chat on iGoogle" button.
- Rady Children's Hospital-San Diego:** A widget displaying job listings. It includes a "SEARCH JOBS" button and a "HOT JOBS" button. The listings are for "Department Technical Assist", "Medical Staff Coordinator", and "Admin Assoc (Skill B*)".
- Date & Time:** A widget showing the date "Mon JUN 8" and a clock.
- CNN.com:** A widget displaying news headlines such as "Reporters get 12 years in N. Korea labor camp", "More Air France crash victims found", and "Frantic parents ram cars into burning day care".
- Google Finance Portfolios:** A widget showing market summary data for Dow, Nasdaq, and S&P 500.
- The Wall Street Journal:** A widget displaying news headlines such as "Obama's Speeches Setting a High Bar", "Lebanon Deals Hezbollah Blow", "Election Conveys EU's Tilt to Right", "Diabetes Study Questions Treatments", and "North Korea Sentences Journalists".
- YouTube:** A widget displaying a video titled "Today's Spotlight Videos" with a thumbnail showing a shark.

The bottom of the browser window shows the status bar with "Internet | Protected Mode: On" and a zoom level of "100%".

Companies Can Place it on their Fan Pages

facebook

Ning

The image shows a Facebook fan page layout. On the left is a sidebar with sections: 'Information' (Founded: 1860), 'Fans' (6 of 373 fans, with a grid of 6 fan avatars), and 'Photos' (1 fan photo). The main content area has tabs for 'Wall', 'Info', and 'Photos', with 'Info' selected. Below the tabs is a 'Just Fans' section and a 'RECENT ACTIVITY' section showing a post about a company overview. A 'Become a Fan' button is at the top right. A speech bubble points to a 'Coca-Cola Enterprises' widget on the right side of the page. The widget includes a search bar, 'Search Jobs', 'Hot Jobs', and 'About Us' links, and a 'Grab this Widget' button at the bottom.

facebook

Ning

Information

Founded: 1860

Fans

6 of 373 fans See All

Photos

1 fan photo See All

Wall Info Photos

Just Fans

RECENT ACTIVITY

redited their Founded, Website and Company Overview.

Become a Fan

Add the widget to your splash pages.

Coca-Cola Enterprises

Search Jobs Hot Jobs About Us

All Talent Areas

location.. keywords.. GO

Visit our Careers Website Grab this Widget

Employees Can Put them on their Blogs



LADY RAINE

The Lady's Lair


ABOUT LADY RAINE LADY'S PICS

Stuff That's Awesome: "F-22 Raptor" June 30, 2009

Filed under: [Engineering & Technology](#) — Lady Raine @ 5:02 pm

Tags: [Air Force](#), [Armament](#), [Awesome](#), [B-2](#), [Blackbird](#), [bomber](#), [computer](#), [engineering](#), [F 22](#), [F 22 Raptor](#), [Fighter](#), [Fighter Jets](#), [flight](#), [flying](#), [Interest](#), [jet](#), [Military](#), [Pics](#), [Planes](#), [Raptor](#), [Science](#), [Stealth Bomber](#), [technology](#), [USAF](#), [Vapor](#), [Video](#), [Video Clips](#), [weapons](#)

Links of interest on this topic: <http://www.f22fighter.com/>
<http://www.f22-raptor.com/>



F 22 Raptor

I had to post about this because it's just SO incredibly awesome that I cannot bear to keep it to myself. I remember how much I used to love watching the videos and shows about the Stealth Bomber and the Blackbird....now we have something WAY more awesome. The F/A 22 Raptor.

the lady's archives

- july 2009 (5)
- june 2009 (23)
- may 2009 (4)

Your Logo Here

SEARCH JOBS HOT JOBS ABOUT COMPANY

Engineering location.. keywords.. GO

Base Engine Managers (located-Virginia, Nevad...
MILITARY ENGINES IS IN SEARCH OF
BASE ENGINE MANAGERS LOCATED AT EITHER LANGLEY
AIR ...

Staff Eng. Sys Engrg/Mfg Tech East Hartford, CT,...
Manage specific manufacturing technology
development programs in the area of grinding, milling,
and/...

Staff Eng. Sys Engrg/Mfg Tech East Hartford, CT,...
Manage specific manufacturing technology
development programs in the area of grinding, milling,
and/...

Engineering Manager Arlington, TX, United States
Manages all engineering functions for the division.
Provides work direction for Repair Development ...

SEGMENT MANAGER - "ELECTRICAL INFRASTR...
Lead a team of electrical engineers in the development of the...

Get This for My Company [RSS](#) Grab this Widget

queen mary ii

IT Human Capital Questions

(revisited)

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